

# 11 Stewardship and Implementation

This chapter includes a recommendation for stewardship of the comprehensive plan update until the next ten-year update and an implementation plan that identifies plan goals, recommendations and actions with responsible parties, a time frame for action, high priority actions, and, where possible, estimated costs. The implementation plan also integrates elements from the Town's existing capital plan document that are related to recommended actions under the plan.

## STEWARDSHIP OF THE COMPREHENSIVE PLAN

Effective implementation of a comprehensive plan requires stewardship – someone has to feel responsible for monitoring progress and bringing changes to the attention of the community. The everyday demands of town government and turnover in town officials and staff sometimes can make it difficult to seek guidance from a comprehensive plan in daily decision making. In addition, because comprehensive plans focus especially on land use issues, they are typically sponsored by planning boards while the recommendations encompass many other municipal actors.

Wellesley's Planning Board has been regularly sponsoring comprehensive plan updates at intervals of approximately ten years. The Board has a history of using the comprehensive plan update to guide its work plan, as can be seen in the series of planning projects for the Town's commercial villages, but it has no control over the use of the comprehensive plan by other Town boards and commissions or departments. In this comprehensive planning process, the

Planning Board has made a special effort to reach out to other boards and commissions and solicit their comments on the recommendations of this comprehensive plan update, so that the plan can realistically integrate the experience and views of Town officials and staff, as well as residents who participated in public meetings. However, there is no system in place to review the plan's goals and monitor implementation of the plan's recommendations between the decennial updates. The Planning Board could continue its leadership in comprehensive planning by sponsoring a workshop for the public and members of boards and commissions at the five-year mark, in order to review the goals of the plan and review the status of actions recommended in the plan.

## RECOMMENDATION

**Create a system to review the goals, strategies, and actions of the Comprehensive Plan Update at the five-year mark.**

A workshop, survey, or other activity would provide an opportunity to see if circumstances require a change in goals, to celebrate accomplishments, to identify actions that are no longer appropriate because of changed circumstances, and to identify any unexpected barriers to actions that are still deemed important. A five-year comprehensive plan workshop would also provide a structured opportunity for the volunteer members of boards and commissions, who typically do not have the time to confer with other boards, to discuss how their work can be better integrated for the benefit of the Town. The Planning Board could also commission a survey

at the five-year mark to gauge public opinion about the goals and strategies that the Town is pursuing under the comprehensive plan.

## IMPLEMENTATION

The implementation plan is in the form of a series of matrices corresponding to the comprehensive plan update chapters. Each section contains recommended actions, responsible parties, time lines, and estimated costs, as well as an indication of whether the action should be considered a high priority item.

In addition, the matrices include items from the Town's most recent capital plan that are especially relevant to comprehensive plan issues (routine items such as road resurfacing are not included). As Town boards and commissions prepare their yearly capital proposals, working with staff and others, it would be valuable to encourage a review of comprehensive plan goals and action items to see if and how capital improvement proposals relate to the plan.

## HOUSING

| GOAL  | RECOMMENDATION  | ACTION   | RESPONSIBLE PARTY                         | TIME FRAME:<br>S=2 YEARS;<br>M=2-5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST                       |
|---|---|--|---|---|----------------|--------------------------------------|
| Maintain the primarily single-family character of Wellesley's housing stock.  | Focus additional multi-family housing in commercial areas or on arterial roads. | Explore the potential for multi-family housing in locations such as the Route 9/Natick Line area and the Grossman's site in Lower Falls.                     | Wellesley Housing Development Corp (WHDC) | S   | yes            |                                      |
| Maintain the physical form of Wellesley's residential neighborhoods by balancing community standards with individual interests. | Consider Site Plan Review for large houses.                                     | Define "demolition" or "replacement house" to cover substantial additions.   | Planning Board; Town Meeting              | S   | yes            |                                      |
|   |   | Define "Residential Gross Floor Area" or a similar concept to include garages.   | Planning Board; Town Meeting              | S   | yes            |                                      |
|   |   | Establish Large House Site Plan Review for replacement houses three or more times the size of the houses they replace.                                       | Planning Board; Town Meeting              | S   | yes            |                                      |
|   |   | Explore the potential for additional local historic districts, a Historic Landmarks Bylaw, and historic easements.   | Historical Commission                     | S   |                |                                      |
|   | Define, promote, and/or protect neighborhood identity and character.            | Commission a series of neighborhood studies to analyze and define neighborhood character and create voluntary guidelines for additions and new construction. | Planning Board                            | M   |                | \$20K per study with public meetings |
|   |   | Explore authorizing the establishment of Neighborhood Conservation Districts.  | Planning Board; Historical Commission     | M   |                |                                      |
|   |   | Explore elements of form-based zoning to conserve neighborhood character.  | Planning Board                            | L   |                |                                      |

## HOUSING

| GOAL  | RECOMMENDATION   | ACTION               | RESPONSIBLE PARTY | TIME FRAME:<br>S=2 YEARS;<br>M=2-5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST |
|---|--|----------------------|-------------------|---|----------------|----------------|
| Promote the creation of housing units other than single-family homes to provide housing options for people across a range of income, age, family size, and needs while complementing town character and meeting the state goal of 10% affordable housing. | Focus efforts to create more diverse housing types and affordable housing by attracting developments with rental elements to identified sites in Wellesley, such as the Tailby Lot, the Linden Street commercial district, the St. James's Church site, the Grossman's site, and, potentially, other commercial districts. | Planning Department  | S-M               | yes   |                |                |
|   | Encourage development of town house, condominium, and rental units in or near commercial districts to provide options for older, empty-nester, and young family households.  | WHDC                 | M                 |   |                |                |
|   | Consider joining a regional HOME consortium for access to federal funds to assist home rehabilitation by low-income owners (including seniors).  | Board of Selectmen   | S-M               | yes   |                |                |
|   | Inventory and study the feasibility of using additional Town-owned parcels and buildings for affordable housing.   | WHDC; Planning Board | S                 | yes   |                |                |

## HOUSING

| GOAL | RECOMMENDATION   | ACTION  | RESPONSIBLE PARTY            | TIME FRAME:<br>S=2 YEARS;<br>M=2-5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST |
|------|--|---|------------------------------|---|----------------|----------------|
|      | Explore the potential for a "friendly 40B" or Local Initiative Program project on Town-owned property or private property. | WHDC; Planning Board  | S-M                          |   |                |                |
|      | Modify zoning bylaws to encourage housing diversity in type and in cost.   | Amend zoning to promote affordable accessory units.   | Planning Board; Town Meeting | M   | yes            |                |
|      |  | Allow by-right small-scale affordable single-family homes and duplexes with one affordable unit on nonconforming lots, subject to site plan review.   | Planning Board; Town Meeting | M   |                |                |
|      |  | Offer amnesty to illegal apartments in return for making them affordable units.   | Planning Board; Town Meeting | M   |                |                |
|      |  | Adopt the state law on tax title properties that provides for forgiveness of taxes owed if the properties are to be developed for affordable housing. | Planning Board; Town Meeting | S   |                |                |

## ECONOMIC DEVELOPMENT

| GOAL  | RECOMMENDATION  | ACTION  | RESPONSIBLE PARTY                | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS; | HIGH PRIORITY? | ESTIMATED COST    |
|---|---|---|----------------------------------|--|----------------|-------------------|
| Maintain a diverse array of independent businesses.   | Continue the commercial district planning and implementation process begun in the 1990s to encompass all commercial areas.                                  | Review the Lower Falls Village Commercial District guidelines and zoning for a possible increase in incentives for mixed-use redevelopment. | Planning Board; Town Meeting     | M  | yes            |                   |
|   |   | Amend zoning in Wellesley Hills Square to conform with the principles of the plan for that area.  | Planning Board; Town Meeting     | H  | yes            |                   |
|   |   | Complete or create plans for the Natick Line commercial area and small commercial areas, such as Cedar Street and the Fells.                | Planning Board                   | M  | yes            | \$20-50K per plan |
| Create mixed-use environments in commercial areas.  | Encourage housing development as part of a mixed-use strategy for commercial districts in order to support demand for a diverse mix of retail and services. | Plan and take the initiative to attract housing development in commercial districts where development potential exists.                     | Planning Board                   | M  | yes            |                   |
|   |   |   | Board of Selectmen; Town Meeting |  |                |                   |
| Fund an economic development specialist to work more closely with business and institutional property owners. |   | Provide Town funding to support staff time for economic development activities.   | Board of Selectmen; Town Meeting |  |                | \$20K             |
|   |   | Consider creating a half-time Economic Development Specialist position in the Planning Department.  | Board of Selectmen; Town Meeting | M  |                | \$35K annually    |

## ECONOMIC DEVELOPMENT

| GOAL  | RECOMMENDATION  | ACTION                             | RESPONSIBLE PARTY | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS | HIGH<br>PRIORITY? | ESTIMATED<br>COST |
|---|---|------------------------------------|-------------------|---|-------------------|-------------------|
| Create a system of regular communication among Town government, the business community, and local institutions in support of the Town's economic goals. | Enhance Town-business contacts for public-private partnerships by institutionalizing joint meetings and consultations.          | Planning Board; Board of Selectmen | S                 | yes   |                   |                   |
| Support and enhance the buildout potential of non-residential property for the purpose of increasing the Town's tax revenue.                            | Study the potential impact of allowing additional development capacity in Wellesley's office parks (such as additional height). | Planning Board                     | M                 |   | \$20K study       |                   |
|   | Study the benefits and costs of establishing a split tax rate.  | Board of Selectmen                 | M                 |   | \$15K study       |                   |

| LAND USE   |  | RECOMMENDATION  | ACTION  | RESPONSIBLE PARTY                                 | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST |
|--|--|---|---|---|---|----------------|----------------|
| GOAL   |  |   |   |   |   |                |                |
| Strengthen Town zoning regulations and design guidelines and their enforcement to ensure continuity of town character and quality of life. |  | Make adjustments to zoning to clarify language and provide flexibility. | Review the General Residence district to allow a special permit option for projects with higher densities that meet Town design standards and other requirements.                   | Planning Board; Town Meeting                      | M   |                |                |
|  |  |   | Review the language allowing mixed-use buildings in commercial districts to clarify the requirements for setbacks and similar standards.  | Planning Board; Town Meeting                      | S   | yes            |                |
|  |  |   | Amend zoning in commercial districts, where needed, to ensure redevelopment would retain desired commercial character (e.g., Wellesley Hills Square).                               | Planning Board; Town Meeting                      | S   | yes            |                |
|  |  |   | Create an overlay district with design standards for multifamily, nonresidential, and mixed uses from Natick Line to Russell Road.  | Planning Board; Design Review Board; Town Meeting | M   | yes            |                |
|  |  |   | Recodify the Zoning Bylaw within the next ten years.  | Planning Board; Town Meeting                      | L   | yes            | \$50K          |
|  |  |   | Raise public awareness about and understanding of land use issues in Wellesley.   | Planning Board; Design Review Board               | M   |                |                |
|  |  |   | Make informational materials available through multiple means in town, such as the web site, Town buildings, membership organizations, Planning Board presentations to groups, etc. | Planning Board                                    | M   |                |                |

## NATURAL AND CULTURAL RESOURCES

| GOAL  | RECOMMENDATION   | ACTION  | RESPONSIBLE PARTY                  | TIME FRAME:<br>S=2 YEARS;<br>M=2-5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST |
|---|--|---|------------------------------------|---|----------------|----------------|
| Restore, preserve, and enhance open space and sensitive natural resources for protection of water resources, wildlife habitat, biodiversity, and enrichment of community character. | Continue to promote awareness of the environmental damage caused by stormwater runoff and increased impervious surfaces and regulate development in order to minimize pollution impacts. | As residential and commercial redevelopment occurs in Wellesley, revisit the 2005 Stormwater Bylaw to ensure that acceptable runoff levels conform to conditions created by this development. | Planning Board; Board of Selectmen | M-L   |                |                |
|   |  | Ensure that controls are provided in the Town's zoning bylaws and subdivision regulations that will minimize erosion and pollution created from development.                                  | Planning Board; Board of Selectmen | S   | yes            |                |
|   |  | Examine the Watershed Protection District zoning overlay, the Water Supply District zoning overlay, and the Wetlands Protection Bylaw to reduce overlapping jurisdiction.                     | Planning Board; Board of Selectmen | M   |                |                |
|   |  | Implement the Stormwater Management Program, including Phase II Stormwater Regulations.   | DPW                                | S-M (FY07-FY10)   | yes            | \$1.33 M       |
|   |  | Continue the use of Best Management Practices to mitigate the impacts of local and regional development through Zoning, Stormwater, and Wetlands Bylaw Revisions.                             |                                    | ongoing   |                |                |
|   |  | Continue public awareness campaigns to alert Wellesley residents to the harmful effects of non-point source pollution.  | NRC                                | ongoing   |                |                |
|   |  | Continue to implement the Pond Restoration Program.   | NRC                                | ongoing   | yes            |                |
|   |  | Continue to restore and manage ponds to avoid eutrophication.   |                                    |   |                |                |

## NATURAL AND CULTURAL RESOURCES

| GOAL | RECOMMENDATION | ACTION  | RESPONSIBLE PARTY     | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS; | HIGH PRIORITY? | ESTIMATED COST         |
|------|----------------|---|-----------------------|--|----------------|------------------------|
|      |                | Complete and implement the Morses Pond Management Study with final design and permitting.   | NRC                   | ongoing  | yes            |                        |
|      |                | Monitor and manage restored ponds in collaboration with the DPW.  | NRC                   | S  | yes            | \$500,000              |
|      |                | Develop a Public Shade Tree Inventory to identify all shade trees by size and species.  | NRC                   | M  |                |                        |
|      |                | Fund the tree planting program in 5-year increments.  | NRC                   | ongoing  |                | \$50,000 over 10 years |
|      |                | Explore combining the existing Historical Commission and Historic District Commission into one Historical Commission with the powers of both existing boards. | Board of Selectmen    | M  |                |                        |
|      |                | Promote public awareness of Wellesley's history and the benefits of historic preservation.  | Historical Commission | S  |                |                        |
|      |                | Encourage preservation through education and publicity about historic properties and preservation easements.  | Historical Commission | M  | yes            |                        |
|      |                | Revive and complete the existing historic property inventory from the 1990s.  | Historical Commission |  |                |                        |
|      |                | Expand the plaque program to include properties that are at least 50 years old.   | Historical Commission | S  |                |                        |

## NATURAL AND CULTURAL RESOURCES

| GOAL | RECOMMENDATION   | ACTION  | RESPONSIBLE PARTY                  | TIME FRAME:<br>S=2 YEARS;<br>M=2-5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST |
|------|--|---|------------------------------------|---|----------------|----------------|
|      | Maintain the historic integrity of Wellesley's neighborhoods by initiatives, such as Neighborhood Conservation Districts, that will help protect historic properties and landscapes. | Evaluate the potential to protect individual properties by adopting a Historic Landmark Bylaw that would allow the Town to designate a specific property as having local historic significance. | Planning Board; Board of Selectmen | M   |                |                |
|      |  | Advocate to protect historic properties by passing a Demolition Delay Bylaw.  | Planning Board; Board of Selectmen | M   | yes            |                |
|      |  | Protect groups of related historic properties by designating more local historic districts or by passing a Neighborhood Conservation District Bylaw.  | Planning Board; Board of Selectmen | M   |                |                |
|      |  | Expand the scope of potential preservation projects by seeking non-local funding and partnerships and private donations.  | Historical Commission              | M   |                |                |
|      |  | Look for new sources of support from state government and non-profit organizations.   | Historical Commission              | M-L   |                |                |
|      |  | Pursue private support for historic preservation activities as part of public education efforts.  | Historical Commission              | M-L   |                |                |

## OPEN SPACE AND RECREATION

| GOAL   | RECOMMENDATION   | ACTION  | RESPONSIBLE PARTY   | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS; | HIGH PRIORITY? | ESTIMATED COST |
|--|--|---|---------------------|--|----------------|----------------|
| Preserve and enhance the Town's open space system. | Continue to protect and enhance open space in Wellesley. | Continue to seek to expand the trails system through conservation restrictions granted by property owners.                                      | NRC                 | ongoing  |                |                |
|  |  | Continue to identify important open space properties and work with property owners to obtain conservation restrictions.                         | NRC                 | ongoing  |                |                |
|  |  | Seek to permanently protect all park and conservation land by placing conservation restrictions on this land.                                   | NRC                 | M-L  |                |                |
|  |  | Enact mandatory cluster zoning to maximize open space preservation and allow limited development if these properties cannot fully be protected. | Planning Board      | M  | yes            |                |
|  |  | Where needed, change zoning to "Conservation" on park and conservation land.  | NRC; Planning Board | S  | yes            |                |
|  |  | Proceed with the Fuller Brook Park Restoration Master Plan.   | NRC                 | S-M (FY07-FY10)  | yes            | \$500,000      |
|  |  | Continue implementing the playing field and playground improvements capital plan.   | DPW and NRC         | S-M (FY06-FY10)  | yes            | \$579,500      |
|  |  | Implement Sprague Athletic Fields improvements.   | DPW and NRC         | S-M (FY06-FY10)  |                | \$550,000      |
|  |  | Implement the Hunnewell Field Improvements in conjunction with capital plans for the high school.   | DPW and NRC         | M (FY09-FY10)  |                | \$412,500      |

## OPEN SPACE AND RECREATION

| GOAL | RECOMMENDATION  | ACTION   | RESPONSIBLE PARTY  | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST |
|------|---|--|--|---|----------------|----------------|
|      | Conduct a recreational needs assessment that will reflect collaboration between the Natural Resources Commission and the Recreation Commission/ Department. | Coordinate a recreation needs assessment between the Natural Resources Commission, the Recreation Commission, and the Board of Public Works. | NRC; Recreation Commission; Board of Selectmen                                   | M   | yes            |                |
|      |   | Use the results of this assessment to inform future decisions made by Town departments and commissions.                                      | NRC; Recreation Commission   | M   |                |                |
|      |   | Keep the Open Space and Recreation Plan updated every five years.  | NRC; Recreation Commission   | S   | yes            |                |
|      | Work with institutional partners to protect open space and provide additional recreational facilities.  | Establish and maintain relationships with key figures at Massachusetts Bay Community College, Babson College, and Wellesley College.         | NRC; Board of Selectmen  | S   |                |                |
|      |   | Ensure that Town committees and boards communicate with each other regarding potential open space losses.                                    | NRC; Recreation Commission; Trails Committee; Planning Board; Board of Selectmen | S   | yes            |                |
|      |   | Include the Board of Health in open space and recreation planning discussions.   | NRC; Recreation Department   | S   | yes            |                |
|      |   | Explore sharing the colleges' recreational facilities in order to relieve the pressures to overuse the Town's playing fields.                | Board of Selectmen   | S   |                |                |

## OPEN SPACE AND RECREATION

| GOAL   | RECOMMENDATION  | ACTION   | RESPONSIBLE PARTY   | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS; | HIGH PRIORITY? | ESTIMATED COST |
|--|---|--|---|--|----------------|----------------|
| Pursue greater connectivity of open spaces on a local and regional level.  | Continue to refine the trails system by looking at ways to connect major open space areas.  | NRC; Trails Committee  | ongoing   |  |                |                |
|  | Work with other towns and recreation groups to form links to regional trails and open spaces.   | NRC; Trails Committee; Board of Selectmen  | ongoing   |  |                |                |
|  | Evaluate the contribution of fees to maintenance and increase fees assessed to local sports leagues for use of the Town's playing fields if appropriate.                              | Recreation Commission/Department   | S   |  |                |                |
| Seek management options that will allow more productive use of Town-owned and private active recreational space rather than converting passive into active open space. | Explore the pros and cons of installing an artificial turf athletic field.  | Recreation Commission/Department; DPW  | S   |  |                |                |
|  | Add lighting to recreational facilities in order to extend the hours of use where appropriate.  | Recreation Commission/Department; DPW  | M   |  |                |                |
|  | Continue to investigate the possibility of using local institutional facilities for Town programs with leadership from the Board of Selectmen.  | Board of Selectmen   | S   |  |                |                |
|  | Develop a plan to construct an aquatic facility (doesn't necessarily need to be on Town land; could be private as a school) that will be funded through a public-private partnership. | Work with the School Committee to incorporate plans for an aquatic center into the design for a new high-school complex. | Board of Selectmen; Recreation Commission; School Committee | S  |                |                |

## OPEN SPACE AND RECREATION

| GOAL | RECOMMENDATION | ACTION  | RESPONSIBLE PARTY                         | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST |
|------|----------------|---|---|---|----------------|----------------|
|      |                | Investigate the potential for a public-private partnership that will drive construction of an aquatic center.     | Recreation Commission                     | S   |                |                |
|      |                | Locate a dedicated source of revenue for ongoing maintenance and operation.                                       | Recreation Commission; Board of Selectmen | S   |                |                |
|      |                | Continue to offer a wide variety of recreational opportunities that suit the interests of Wellesley residents.    | Recreation Commission/ Department         | ongoing   |                |                |
|      |                | Continue to develop recreational programs that will fit the needs of Wellesley's changing population.             | Recreation Commission/ Department         | ongoing   |                |                |
|      |                | Seek additional funding for recreation programs from higher user fees and private sources.                        | Recreation Commission/ Department         | S-M   |                |                |
|      |                | Ensure that lower-income residents have access to recreational programs by building the current scholarship fund. | Recreation Commission/ Department         | S-M   |                |                |

## TRANSPORTATION AND CIRCULATION

| GOAL   | RECOMMENDATION  | ACTION  | RESPONSIBLE PARTY  | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST                                  |
|--|---|---|--|---|----------------|---|
| Reduce traffic volume, especially during peak hours. | Provide more focused attention to transportation issues in Town government. | Create a full-time Transportation Coordinator staff position for an experienced transportation planner.   | Board of Selectmen   | M   | yes            | \$75K   |
|  |   | Create a Transportation Advisory Committee.   | Board of Selectmen   | S   | yes            |   |
|  |   | Incorporate the MassHighway Project Development and Design Guidebook (2006) in Town transportation projects and Project of Significant Impact (PSI), and subdivision standards. | Planning Board; Board of Selectmen; Transportation Advisory Committee  | S   |                |   |
|  |   | Continue implementation of new technologies to address traffic growth.  | DPW  | M-L   |                |   |
|  |   | Update intersection traffic signal hardware with the latest traffic-responsive equipment to optimize traffic flow.  | DPW  |   |                |   |
|  |   | Review high-accident locations and develop mitigation plans to improve safety along corridors and at specific intersections.  | DPW  | M   | yes            | On-call transportation consultant and work plan |
|  |   | Improve traffic safety and correct high-hazard locations.   |  |   |                |   |
|  |   | Create an intra-town transit system.  | Study the options for increasing resident access to shuttles that serve town destinations and the Riverside T Station.             | Transportation Advisory Committee; Planning Board         | M              | Time; possible consultant                       |
|  |   | Explore traffic mitigation options at the public schools.   | Explore expanding the "walking school bus" programs.   | School Committee  | M              |   |
|  |   |   | Include discussion of traffic congestion impacts in assessment of school bus policies and evaluate options to decrease congestion. | School Committee  | S-M-L          |   |

## TRANSPORTATION AND CIRCULATION

| GOAL | RECOMMENDATION   | ACTION  | RESPONSIBLE PARTY                                     | TIME FRAME:<br>S=2 YEARS;<br>M=2-5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST |
|------|--|---|---|---|----------------|----------------|
|      | Implement stronger Transportation Demand Management Strategies that will reduce overall traffic demand on the Wellesley road system. | Implement stricter TDM requirements, including in the PSI review process.   | Planning Board  | S   | yes            |                |
|      |  | Explore shuttle services and work with the regional TMA.  | Transportation Advisory Committee; Planning Board     | M   |                |                |
|      |  | Reduce the impact of school-related trips.  | Transportation Advisory Committee; Planning Board     | M   |                |                |
|      |  | Promote ridesharing by Town employees.  | Transportation Advisory Committee; Board of Selectmen | S   |                |                |
|      | Seek improvement of traffic flow on regional routes.   | Actively participate in MAPC.   | Board of Selectmen                                    | S   | yes            |                |
|      |  | Work closely with MassHighway on regional transportation issues.  | Board of Selectmen                                    | S-M-L   | yes            |                |
|      |  | Actively participate in the MetroWest Growth Management Committee   | Board of Selectmen                                    | S   | yes            |                |
|      |  | Consider joining the MetroWest Regional Transit Authority   | Board of Selectmen                                    | S   | yes            |                |
|      |  | Participate in MBTA capital program planning.   | Board of Selectmen                                    | S   |                |                |
|      | Manage parking to support commercial districts.  | Implement new parking management programs in parking lots.  | DPW   | S   | yes            |                |
|      |  | Redistribute short-term and long-term parking spaces within the business district lots.                                   | DPW   | S   |                |                |
|      |  | Ensure the safety of employees/patrons by improving lighting in parking lots and implementing a late-night escort system. | DPW   | S   |                |                |

## TRANSPORTATION AND CIRCULATION

| GOAL   | RECOMMENDATION  | ACTION  | RESPONSIBLE PARTY | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY?   | ESTIMATED COST |
|--|---|---|-------------------|---|--|----------------|
| Encourage alternative means of transportation. | Provide additional parking in Wellesley Square by including a parking deck in mixed-use redevelopment plans for the area. | Planning Board; Board of Selectmen                |                   |   |  |                |
|  | Create a Townwide Bicycle Plan.   | Transportation Advisory Committee; Planning Board | L                 |   | Volunteer time or consultant/work plan or separate at \$30,000 |                |
|  | Consider developing a Sidewalk Plan.  | Transportation Advisory Committee; Planning Board | L                 |   |  |                |
|  | Maintain and improve conditions for pedestrian safety, amenity, and continuous access.                                    | DPW   | S-M (FY06-FY10)   | yes   | \$477,500  |                |

## PUBLIC FACILITIES AND SERVICES

| GOAL   | RECOMMENDATION   | ACTION  | RESPONSIBLE PARTY  | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS | HIGH PRIORITY? | ESTIMATED COST |
|--|--|---|--|---|----------------|----------------|
| Maintain school excellence.  | Ensure that Wellesley's students have access to needed classroom technology.   | Upgrade facilities to include state-of-the-art technology and classroom amenities.  | Board of Selectmen; School Committee; Wellesley Public Schools | S   | yes            | \$2.9 million  |
|  | Provide additional classroom space to meet projected enrollment increases.     | Add modular classrooms to accommodate an increased student population and keep class sizes low.   | Board of Selectmen; School Committee; Wellesley Public Schools | S   | yes            |                |
|  |  | Replace modular classrooms with conventional space as funding becomes available.  | Board of Selectmen; School Committee; Wellesley Public Schools | L   |                |                |
|  |  | Renovate Wellesley's oldest elementary schools (Schofield, Hardy, Hunnewell, Upham, and Fiske) in order to extend their useful lives by 10 years. | Board of Selectmen; School Committee; Wellesley Public Schools | L   | yes            | \$5.9 million  |
|  |  | Continue with renovations at Wellesley Middle School.   | Board of Selectmen; School Committee; Wellesley Public Schools | S   | yes            |                |
|  |  | Renovate the existing Wellesley High School or construct a new high-school facility.  | Board of Selectmen; School Committee; Wellesley Public Schools | M   | yes            | \$69 million   |
|  |  | Consider a school budget override to address funding shortfalls in the school system.   | Board of Selectmen; School Committee; Wellesley Public Schools | S   | yes            |                |
| Provide additional community meeting space.                        | Consider after-hours use of the schools for community center or meeting space. | Create a management system to monitor activities and secure restricted areas during after-hours community use.                                    | Board of Selectmen; School Committee; Wellesley Public Schools | S   |                |                |
| Create systematic oversight of Town facilities and infrastructure. | Develop a town asset management system to track infrastructure conditions.     | Implement a computerized system to streamline maintenance records and track changes.  | Board of Selectmen; Department of Public Works                 | S   | yes            |                |

## PUBLIC FACILITIES AND SERVICES

| GOAL  | RECOMMENDATION   | ACTION  | RESPONSIBLE PARTY  | TIME FRAME:<br>S=2 YEARS;<br>M=2.5 YEARS;<br>L=5-10 YEARS; | HIGH PRIORITY? | ESTIMATED COST |
|---|--|---|--|--|----------------|----------------|
| Improve public safety response times and operations.        | Ensure that Wellesley's police and fire departments meet national standards for number of personnel per shift. | Phase in additional public safety staff as budget limitations are reduced.  | Board of Selectmen; Wellesley Police Department; Wellesley Fire Department | M  |                |                |
|   |  | Seek additional funding mechanisms, such as grants, to help pay for new staff.  | Board of Selectmen; Wellesley Police Department; Wellesley Fire Department | M  |                |                |
|   |  | Purchase a new pumper truck for the fire department.  | Board of Selectmen; Wellesley Fire Department                              | M  |                | \$375,000      |
| Enhance DPW and the Municipal Light Plant's operations.     | Provide equipment upgrades for operations improvements.  | Construct an expanded DPW operations building and a new Municipal Light Plant facility.   | Board of Selectmen; Department of Public Works; Municipal Light Plant      | S  | yes            | \$8 million    |
|   |  | Replace or refurbish DPW vehicles and equipment.  | Board of Selectmen; Department of Public Works                             | M  |                | \$2.4 million  |
|   |  | Continue rehabilitation of Wellesley's sewer mains.   | Board of Selectmen; Department of Public Works                             | L  |                | \$1.7 million  |
|   |  | Rehabilitate or replace the Town's sewer lift stations.   | Board of Selectmen; Department of Public Works                             | M  |                | \$545,300      |
| Clarify Town policies regarding private street maintenance. | Implement a system for the maintenance of private streets.   | Create a betterment system that would allow abutters to petition the Town for private road upgrades/maintenance. The system should provide a formula by which the abutters and the Town share in the maintenance costs. | Board of Selectmen; Planning Board   | S  |                |                |
| Develop a uniform policy for street acceptance.             | Create a street acceptance policy that covers private streets that are not part of new subdivisions.           | Implement a process by which abutters can petition the Town for acceptance.   | Board of Selectmen; Planning Board   | S  |                |                |